



2019 RESULTS

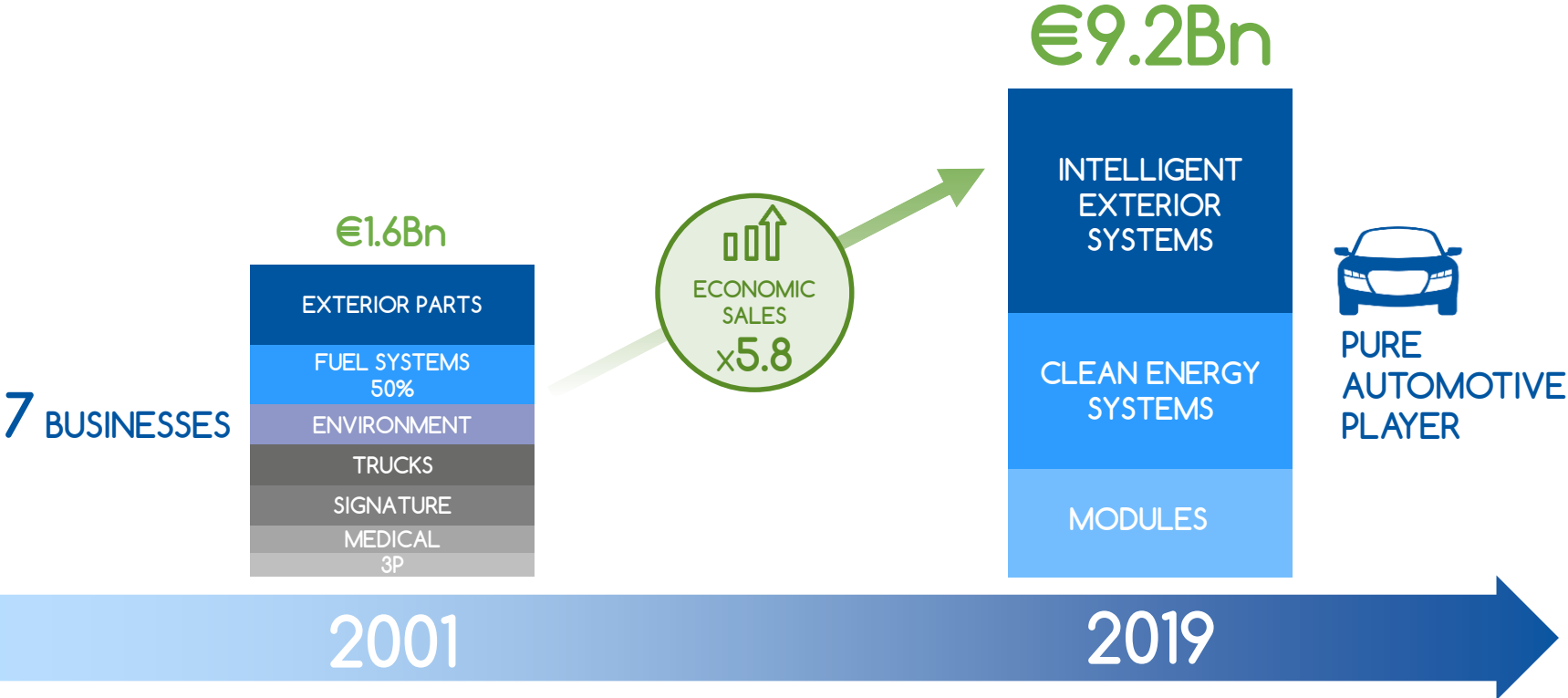
LEVALLOIS, FEBRUARY 19TH, 2020

INTRODUCTION

LAURENT BURELLE



Plastic Omnium, a pure automotive player with a long term growth story



A real estate transaction ending PO scope rationalization



↓
SELL for €128.5m to

↓
Sofiparc



Sale of PO's non-industrial real estate assets to the real estate company Sofiparc, wholly-owned by Burelle SA

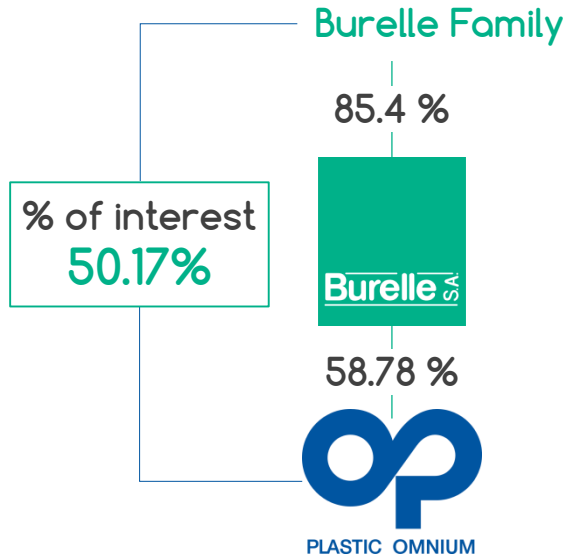


Disposal completed in December 2019 for an amount of €128.5 million based on 2 independent valuations



PLASTIC OMNIUM IS NOW
A 100% AUTOMOTIVE PURE PLAYER

Reinforced independence & sound financial structure



- Burelle SA: family control increased from 58% in 2001 to 85.4% in 2019
- PO: Burelle SA control increased from 52% in 2001 to 58.78% in 2019

SOLID FINANCIAL RATIOS & STRONG LIQUIDITY (as of 31/12/2019)



Net debt/EBITDA:
0.7



Gearing:
32%



Undrawn confirmed
credit lines:
€1.2Bn



Cash
available:
€1.0Bn

A new management team to pursue our growth strategy

Laurent BURELLE



Chairman

Laurent FAVRE



CEO

48 years
23-year experience
with leading auto German suppliers

Félicie BURELLE



Managing Director

40 years
10-year experience with PO

2019 Highlights

LAURENT FAVRE



3 leadership positions with complementary profiles

PLASTIC OMNIUM INDUSTRIES

INTELLIGENT EXTERIOR SYSTEMS



#1 WORLDWIDE
16% Market Shares (Bumpers)

CLEAN ENERGY SYSTEMS



#1 WORLDWIDE
22% Market Shares (FS*)

Economic Sales	€6.9Bn
Consolidated Sales	€6.4Bn
EBITDA margin	14.0%
Operating margin	7.2%

= CAPITAL INTENSIVE BUSINESS WITH SOLID MARGINS

PLASTIC OMNIUM MODULES

HBPO
THE MODULE COMPANY



#1 WORLDWIDE
18% Market Shares (FEM**)

Economic Sales	€2.3Bn
Consolidated Sales	€2.1Bn
EBITDA margin	5.1%
Operating margin	2.4%

= HIGH ROCE

 Strong free cash-flow generation

2019 Results

Economic Sales

€9,183m

+11.4%
+1.1% LFL 


Consolidated Sales

€8,494m

+17.2%
+1.4% LFL 

EBITDA

€1,005m

+9.5%
11.8% of sales 

Operating Result

€51m

6.0% of sales

Net Result (group share)

€258m

3.0% of sales

Free Cash-Flow

€347m

4.1% of sales 

Net Debt

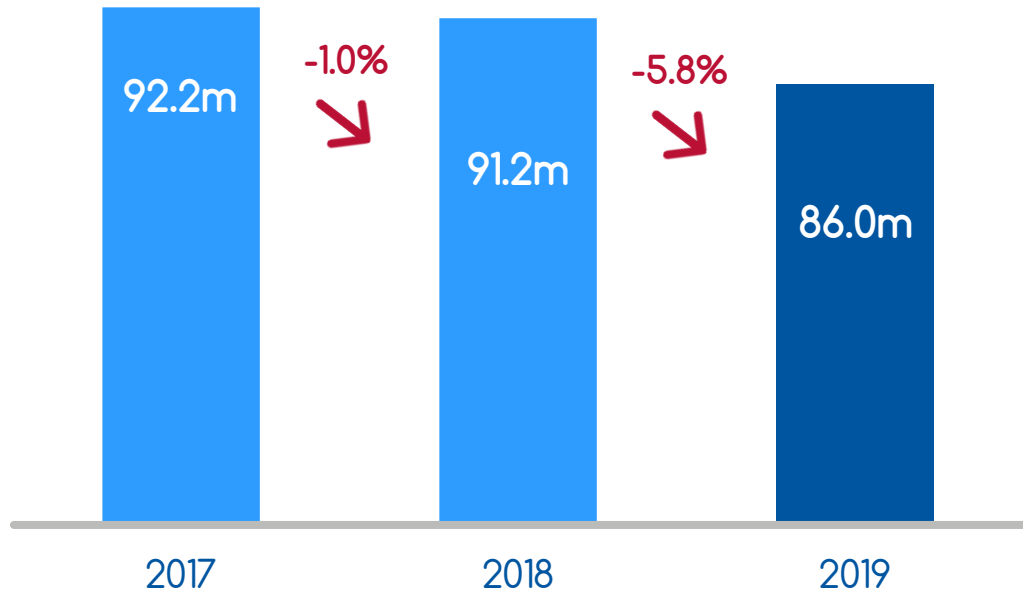
€739m*

Debt net/EBITDA 0.7
Gearing 32%

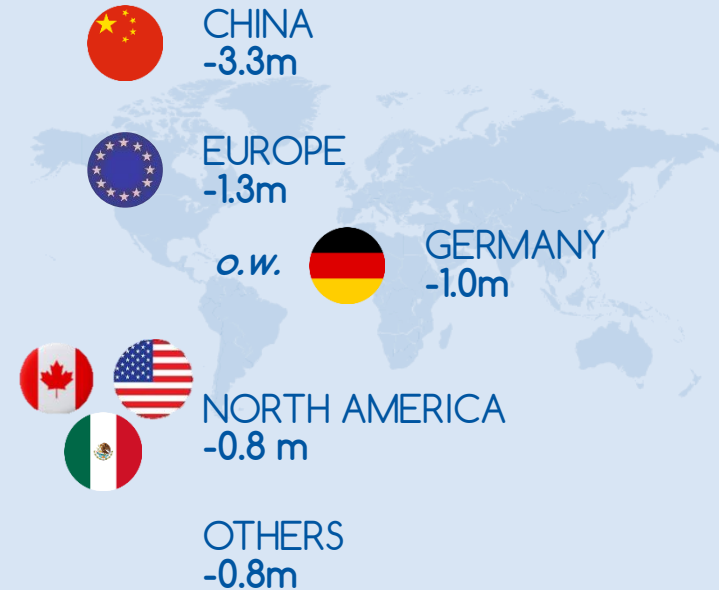
*€511m excluding IFRS16

Managing a difficult market

Worldwide automotive production (in million of vehicles)



Between 2017 and 2019: -6.2m of vehicles



Cost reduction programs to face uncertainty

2019 IMPACT

 **VARIABLE
COST**

Plant flex : direct headcount & temps ↓
Strict control of production cost

-€50m

 **FIXED
COST**

Headcount reductions : indirect & structure
Strong effort in R&D maintained

-€50m

-€100m

A detailed action plan to manage our Greer issues

STEP 1

Stabilization of industrial performance and 4.0 processes to deliver the customer



STEP 2

Production cost optimization with reinforcement of local management and a dedicated PO task force



STEP 3

Optimization of the industrial loading in South Carolina



IMPACT ON OPERATING RESULT:

2020: improvement by €45m

2021: ~break-even situation

Benefiting from new capacities to fuel the growth



Kenitra, Morocco



Bhamboli, India



Hlohovec, Slovakia



Greer, USA



Vaihingen, Germany



Saltillo, Mexico



6 NEW PLANTS
OPENED IN 2019

Preparing the future



DELTATECH
Brussels, BELGIUM:
Advanced Research Center



OMEGATECH
Wuhan, CHINA:
Asia R&D Center



SIGMATECH (Extension)
Lyon, FRANCE:
Global R&D and Digital Center

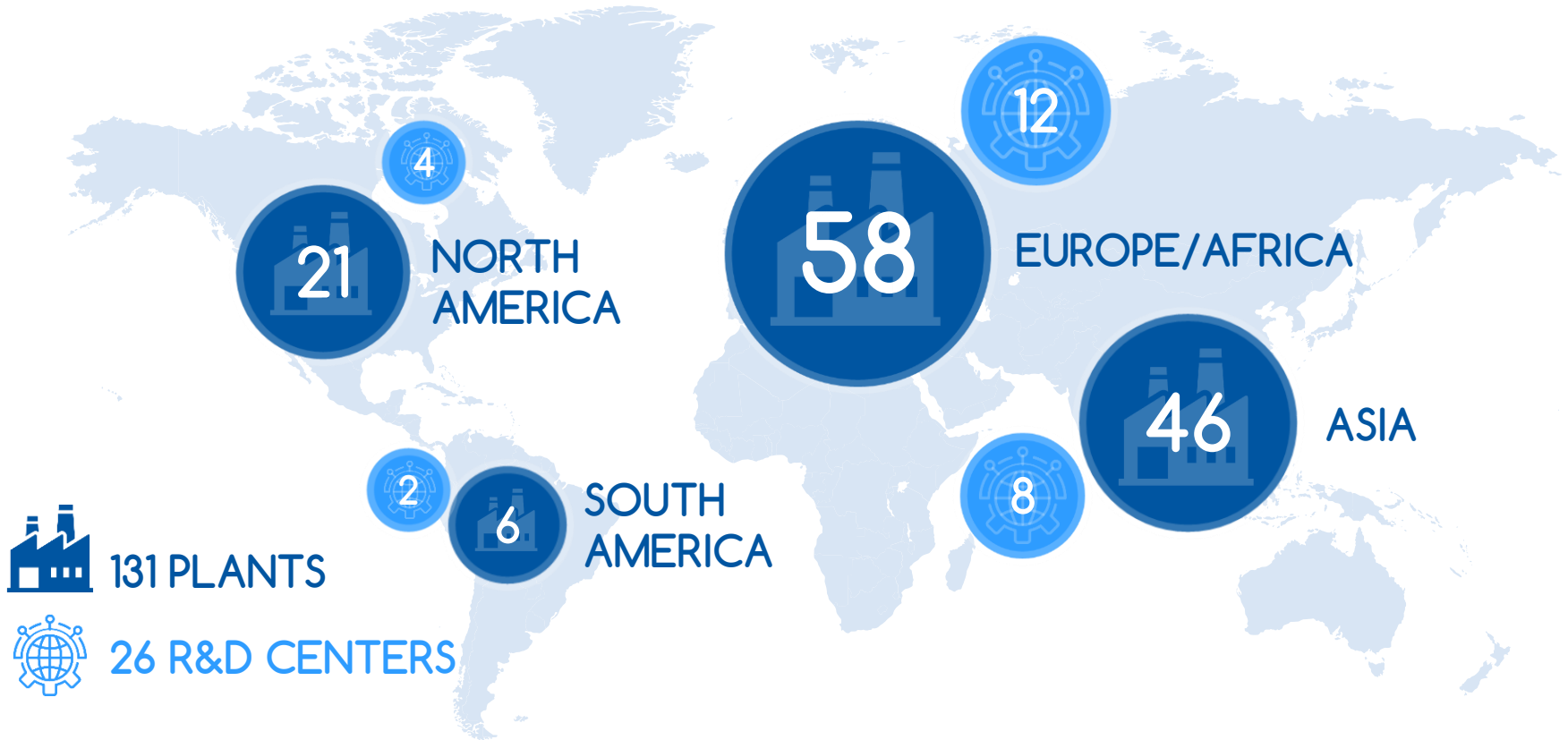
- 140 engineers & scientists
- Surface : 15,500m²
- Clean energies research

- 150 engineers & scientists
- Surface : 16,000m²
- Supporting China growth
- Chinese Hydrogen lab

- 500 engineers & scientists
- + 4,000 m²
- Connectivity integration lab

3 NEW R&D
CENTERS OPENED
IN 2019

A state of the art footprint with available capacity and reinforced R&D



A diversified portfolio of 93 customers offering growth opportunities

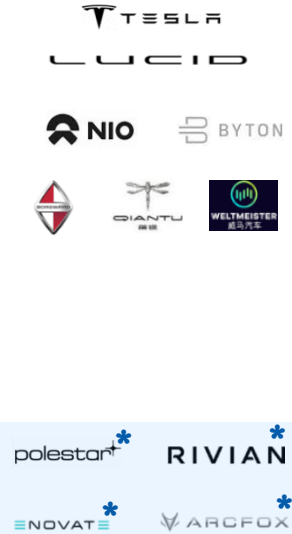
MASS MARKET OEMS



PREMIUM OEMS



PURE EV OEMS



CHINESE OEMS

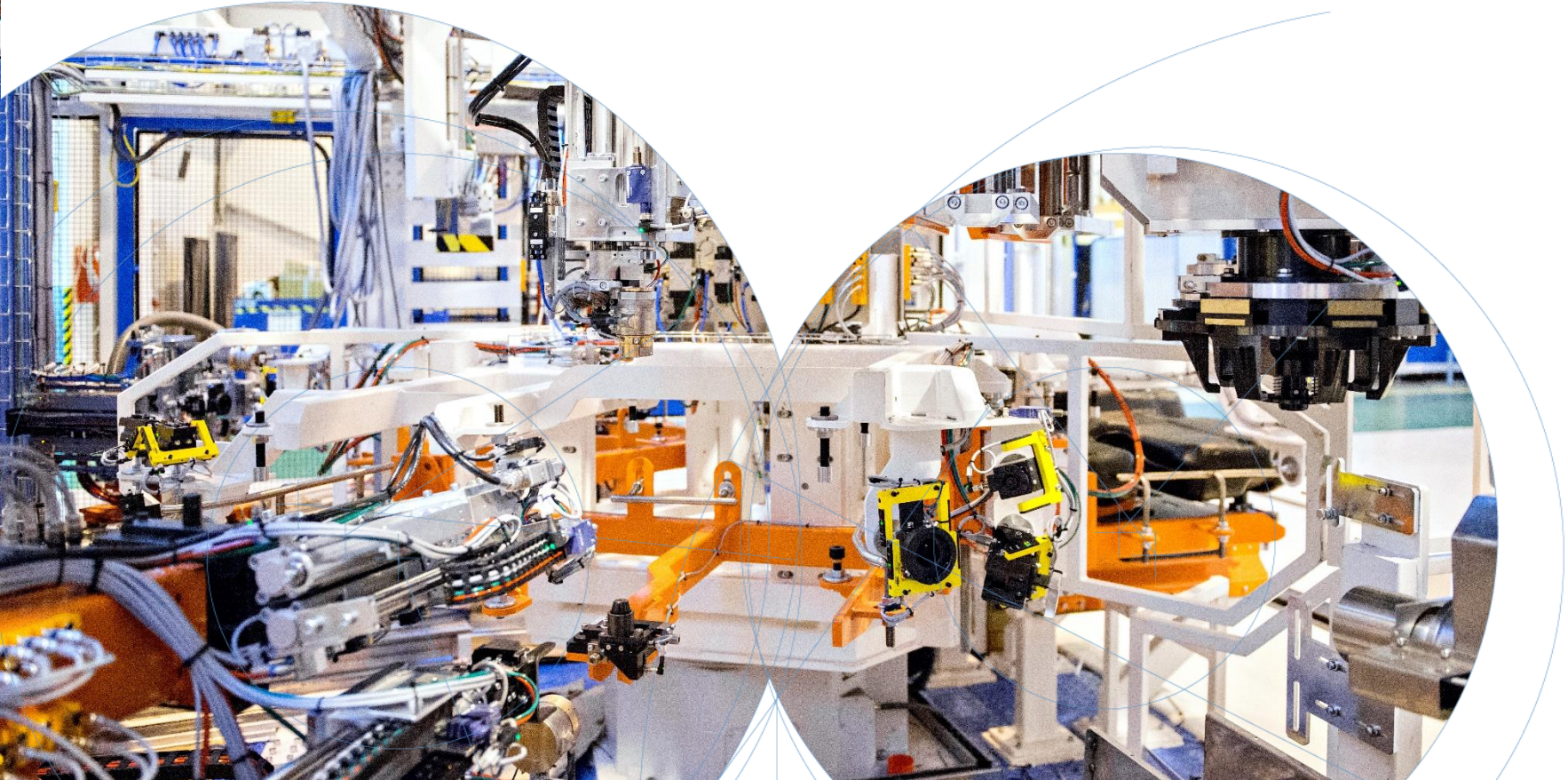


➔ 93 CUSTOMERS GLOBALLY ... + 10 ADDED IN 2019

* New customers in 2019

2019 Financial Results

ADELINE MICKELER



Economic sales: +11.4% and +1.1% at constant change and perimeter

In €m	2018	2019	Δ in %	Δ at constant perimeter & exchange rate
PO Industries	6,834	6,919	+1.2%	-0.1%
PO Modules	1,410	2,264	+60.5%	+5.0%
Economic sales	8,244	9,183	+11.4%	+1.1%
JVs	999	689	-31.0%	-2.5%
Consolidated sales	7,245	8,494	+17.2%	+1.4%

Outperformance of the automotive production



Auto production

2019: 86.0 million vehicles
2018: 91.2 million vehicles

-5.8%



Plastic Omnium sales

at constant perimeter and exchange rate

+1.1%

Outperformance:
+6.9pts

Outperformance by region

NORTH AMERICA	
Outperformance +10.2pt	
Auto production	-4.2%
PO sales	+6.0%

EUROPE	
Outperformance +4.1pt	
Auto production	-5.1%
PO sales	-1.0%

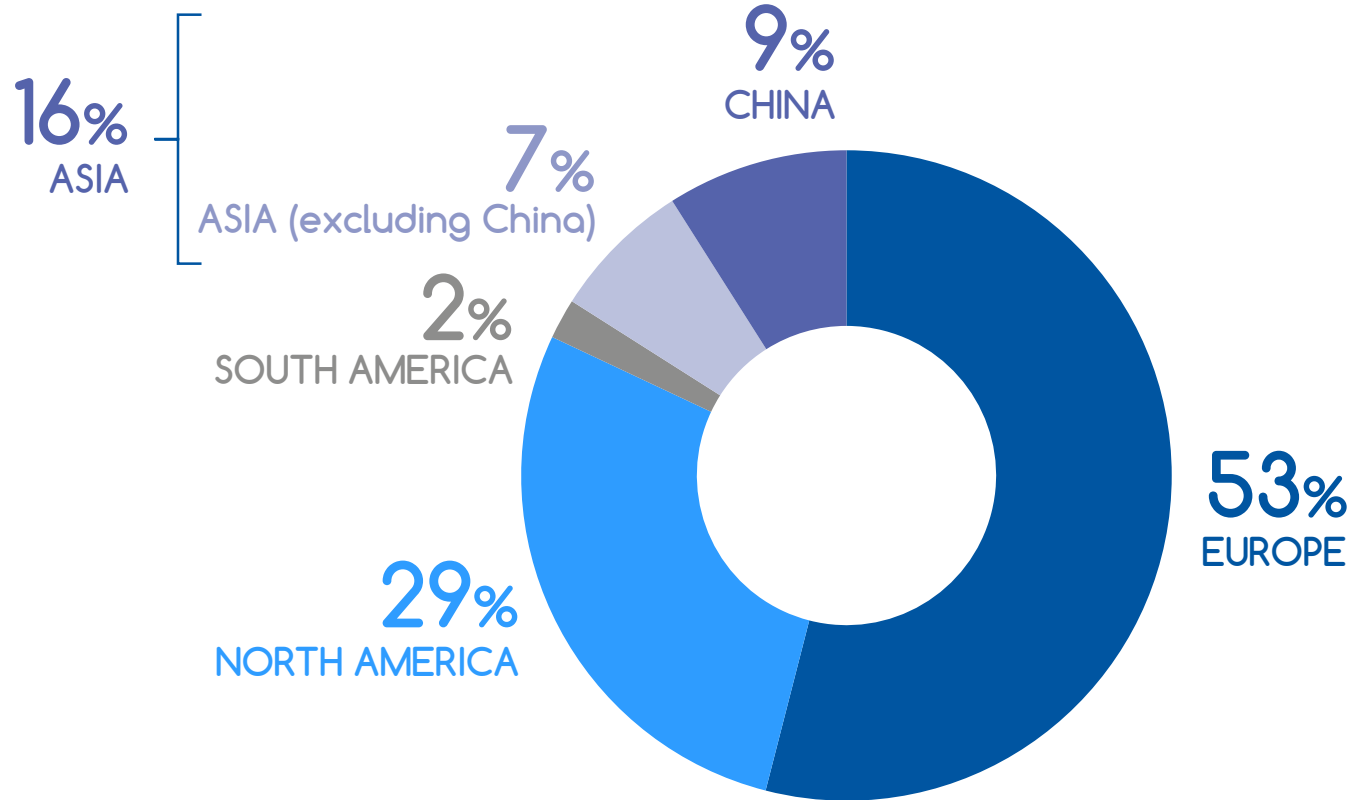
CHINA	
Outperformance +12.3pt	
Auto production	-8.9%
PO sales	+3.4%

SOUTH AMERICA	
Outperformance +14.8pt	
Auto production	-3.9%
PO sales	+10.9%

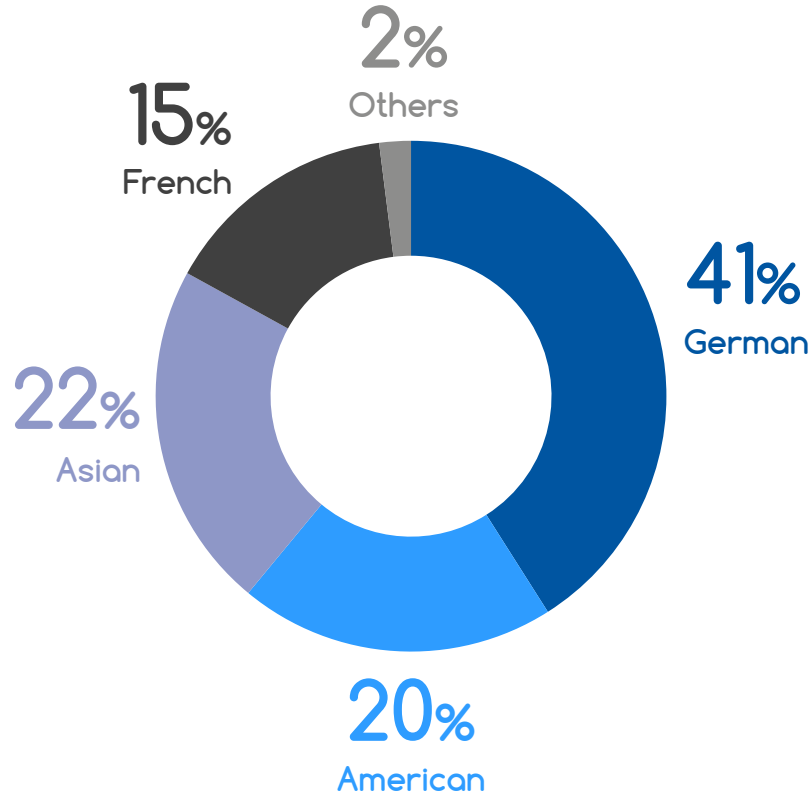
ASIA (excl. CHINA)	
Outperformance -2.4pt	
Auto production	-4.2%
PO sales	-6.6%

* Plastic Omnium economic sales at constant perimeter and exchange rate
Source: IHS February 2020

2019 Economic sales per region



2019 Economic sales by OEM



TOP 10 CUSTOMERS

1	PSA	9.2%
2	Audi	8.7%
3	BMW	8.4%
4	Daimler	8.3%
5	Volkswagen	8.1%
6	General Motors	8.1%
7	Ford	6.3%
8	Chrysler	6.0%
9	Renault	5.6%
10	Jaguar Land Rover	5.1%

2019 Profitability by business

In €m	2018	% sales	2019	% sales
Consolidated sales	7,245	100%	8,494	100%
PO Industries	6,288	87%	6,398	75%
PO Modules	957	13%	2,096	25%
EBITDA	918	12.7%	1,005	11.8%
PO Industries	865	13.8%	898	14.0%
PO Modules	53	5.6%	108	5.1%
Operating Result	610	8.4%	511	6.0%
PO Industries	578	9.2%	460	7.2%
PO Modules	32	3.4%	50	2.4%

2019 Profit & Loss account

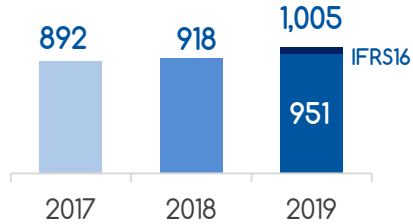
In €m	2018	2019
Economic sales	8,244	9,183
Consolidated sales	7,245	8,494
EBITDA	918	1,005
<i>In % of sales</i>	12.7%	11.8%
Operating result	610	511
<i>In % of sales</i>	8.4%	6.0%
Other operating expenses	+114	-67
<i>In % of sales</i>	+1.6%	-0.8%
Financial expenses	-70	-78
<i>In % of sales</i>	-1.0%	-0.9%
Income Tax	-113	-90
Net Result	543	276
<i>In % of sales</i>	7.5%	3.2%
Net Result - Group Share	533	258
<i>In % of sales</i>	7.4%	3.0%

2019 Cash-flow statement

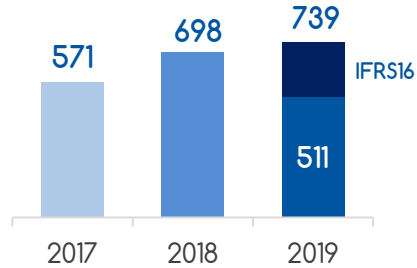
In €m	2018	2019
Consolidated Sales	7,245	8,494
Net Debt (beginning of the period)	-571	-698
Net Operating Cash Flow	+797	+910
<i>in % of sales</i>	<i>11.0%</i>	<i>10.7%</i>
Taxes & Net Financial Interest paid	-149	-164
Capex and development	-562	-512
<i>in % of sales</i>	<i>-7.8%</i>	<i>-6.0%</i>
Real estate divestment	-	+129
Change in WCR	+132	-17
Free Cash Flow	+218	+347
M&A / financial assets	-166	-15
Dividends	-101	-124
Treasury shares	-71	-4
IFRS 16	-	-271
Currency/Other	-7	+25
Net Debt (end of the period)	-698	-739

2019 Key financial metrics

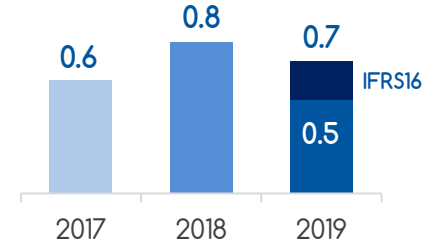
EBITDA (in m€)



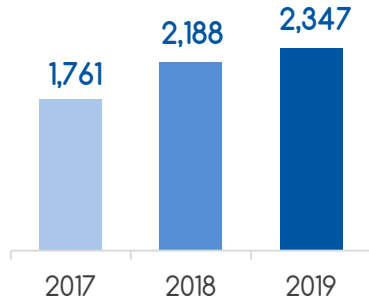
NET DEBT (in m€)



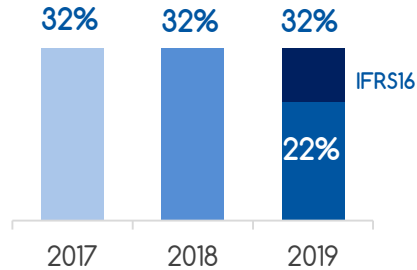
NET DEBT/EBITDA



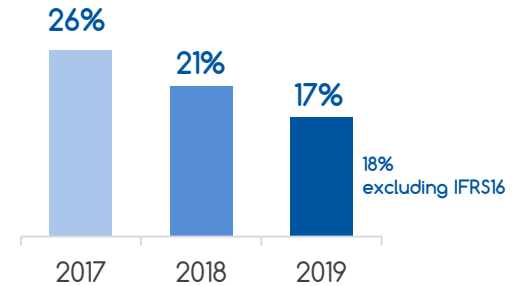
SHAREHOLDERS' EQUITY (in m€)



GEARING

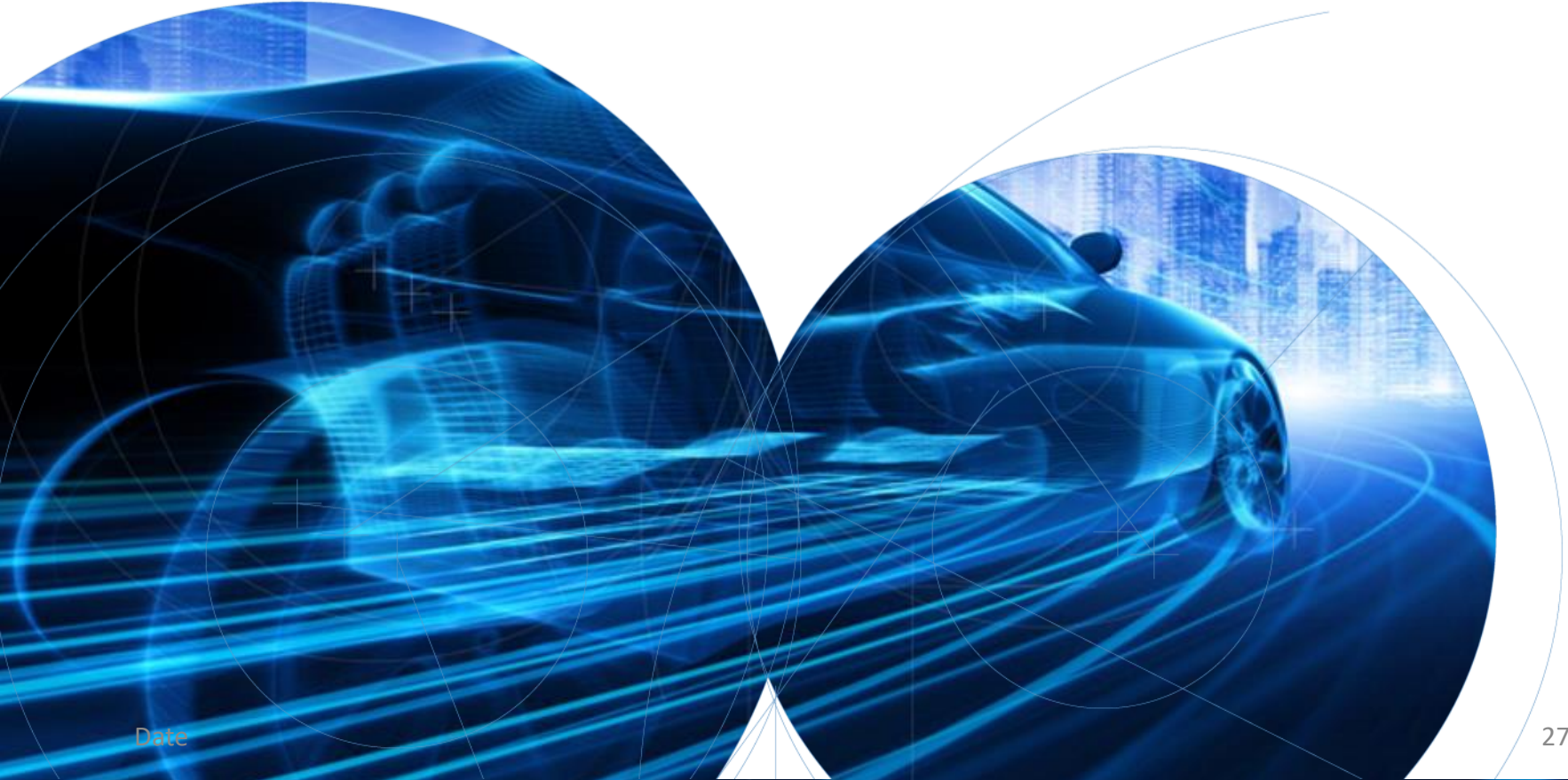


ROCE



Innovation – 2019 highlights

FÉLICIE BURELLE



Managing a transforming market

Maturity (market/consumer)



Go from market share to content per vehicle



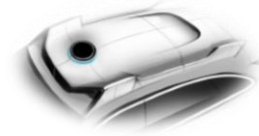
Extending our offer

Smart Tailgate

Energy storage systems
& conversion systems

Cockpit module
& center console

Smart Face
Front-end module
Active shutters



Roof

Smart Door



Hydrogen vessel

Extending our offer – 2019 developments & successes

COCKPIT MODULES



1st contract
in production
(Porsche Taycan)

CENTER CONSOLE



On-going
production
(Audi Q3 & Q5)

ROOF MODULES



1st contract
in development
(Californian player)

HYDROGEN VESSELS



1st contract
in development
(German player)
& certification

DC-DC CONVERTER



1st contract
in production
(BMW)

Implementing successful technological partnerships

SMARTFACE



Partnership with



LIGHTS & ELECTRONICS
integrated into plastic parts

➔ 1ST PRE-DEVELOPMENT CONTRACT
WITH A GERMAN OEM

INNOVATIVE DOOR SYSTEM



Partnership with



All-new door concept **STYLISH & AERODYNAMIC**
"Shaped-in" mirrors & air ducts
Seamless window panes

➔ PROOF OF CONCEPT PRESENTED
AT IAA FRANCFORT

Developing PO thanks to our venture capital investments



Energy transition and mobilities of the future
€20m commitment made in September 2017

3 ON-GOING DEVELOPMENTS

Implementation of a **big data software** to manage all the **data collected in the plant**

→ **target: improve our supply chain and manufacturing efficiency**

Installation of **vibration sensors** to monitor machines

→ **target: improve our predictive maintenance**

Non-destructive quality testing for exterior part manufacturing

→ **target: improve our testing performance without compromising on cost and efficiency**



APVentures
ADVANCE & PIONEER

Hydrogen ecosystem
\$30m commitment made in November 2019

BUILD-UP PHASE

Relying on the existing investment in **hydrogen refuelling stations** and **fuel cells** in order to accelerate the market take-off for mobility applications

→ **Target: enlarge business acumen and technology knowledge and competencies on the full hydrogen ecosystem**



CSR Results & Strategy

LAURENT FAVRE



2019 CSR Results

ROBECOSAM 
We are Sustainability Investing.

2019 SCORE:

67%

(vs 63% in 2018 and 60% in 2017)

Average in the auto components industry:

36%

PLASTIC OMNIUM RANKED
8TH WORLDWIDE AUTOMOTIVE SUPPLIERS

eco**adis**
SUPPLIER SUSTAINABILITY RATINGS

2019 SCORE:

72%

Gold level
(vs 71% in 2017)

PLASTIC OMNIUM IN THE TOP 1% OF THE BEST
COMPANIES EVALUATED BY ECOVADIS

An ambitious Corporate Social Responsibility (CSR) strategy



RESPONSIBLE ENTREPRENEURS

Protect People & Plastic Omnium

- Business Ethics
- Suppliers charter
- Data protection



CARE FOR PEOPLE

People mobilization, enthusiasm
& attractiveness

- Safety at work
- Ergonomics
- Talents & people management
- Employee health
- Diversity
- Youth employment facilitation
- Local Act for All initiatives
& sponsorship



SUSTAINABLE PRODUCTION

Protect the planet
& reduce environmental impact

- Top Planet program
- Renewable energies
- Waste management
- Life cycle analysis

Ambitious targets to constantly improve our CSR fundamentals



RESPONSIBLE ENTREPRENEURS

Protect People & Plastic Omnium



RESPONSIBLE PURCHASING INDEX

2019 RESULT

68%

2025 TARGET

over 90%



ETHICS COMMITMENT INDEX

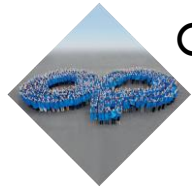
2019 RESULT

89% of employees trained

2025 TARGET

100% of employees trained

Ambitious targets to constantly improve our CSR fundamentals



CARE FOR PEOPLE

People mobilization, enthusiasm & attractiveness



SAFETY AT WORK

2019 RESULT
Fr2* = 1.85
-31% vs 2018

2025 TARGET
Fr2=0.5



GENDER DIVERSITY

2019 RESULT
13.5% women in senior management
17.9% women managers
vs 12.3% and 17.6% in 2018

2025 TARGET
25% women in senior management
25% women managers

Ambitious targets to constantly improve our CSR fundamentals



SUSTAINABLE PRODUCTION

Protect the planet & reduce environmental impact



TOP PLANET PROGRAM IMPLEMENTATION*

2019 RESULT

49%

vs 45% in 2018

2025 TARGET

60%



RENEWABLE ENERGIES

2019 RESULT

4 new sites using renewable energies

2025 TARGET

>50% of sites worldwide



CONTINUOUS IMPROVEMENT ON ACT FOR ALL® PROGRAMME



PO values

Enthusiasm

OUR CONTRIBUTION FOR A GREENER ECOSYSTEM



Develop with our
customers a carbon
neutral strategy



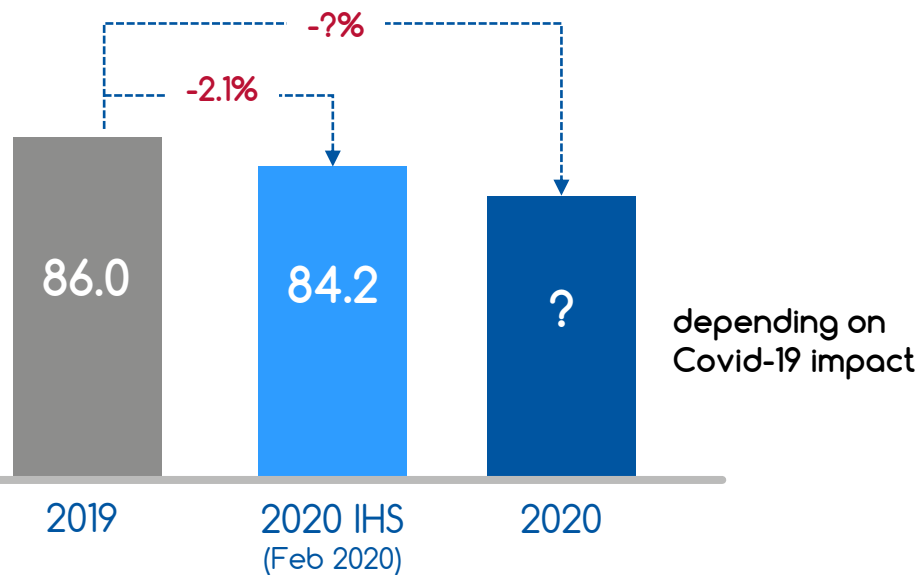
Implement a lifecycle analysis
on our products and increase
the use of recycling plastic

2020 Outlook

LAURENT FAVRE



Automotive Production assumptions : (In million vehicles)



Market challenges



EUROPE
CO₂ emission reduction
Brexit



NORTH AMERICA
Production stabilized
at a high level



CHINA
Low visibility yet
on coronavirus impact

Plastic Omnium in China



- 29 plants
- 2 R&D Centers
- Asia Headquarter

= 5 469 EMPLOYEES

2019 ECONOMICS SALES

857 M€

9% of sales

2019 CONSOLIDATED SALES

370 M€

4% of sales

HUBEI PROVINCE (Wuhan)

2 IES plants
1 CES plant
1 R&D Center
= 588 EMPLOYEES



→ 17 plants out of 29 already restarted
Should be 22 by the end of the week

Reinforcement of cost reduction programs



Continuous flex
of our industrial footprint



German footprint
optimization



Regional synergies
reinforced

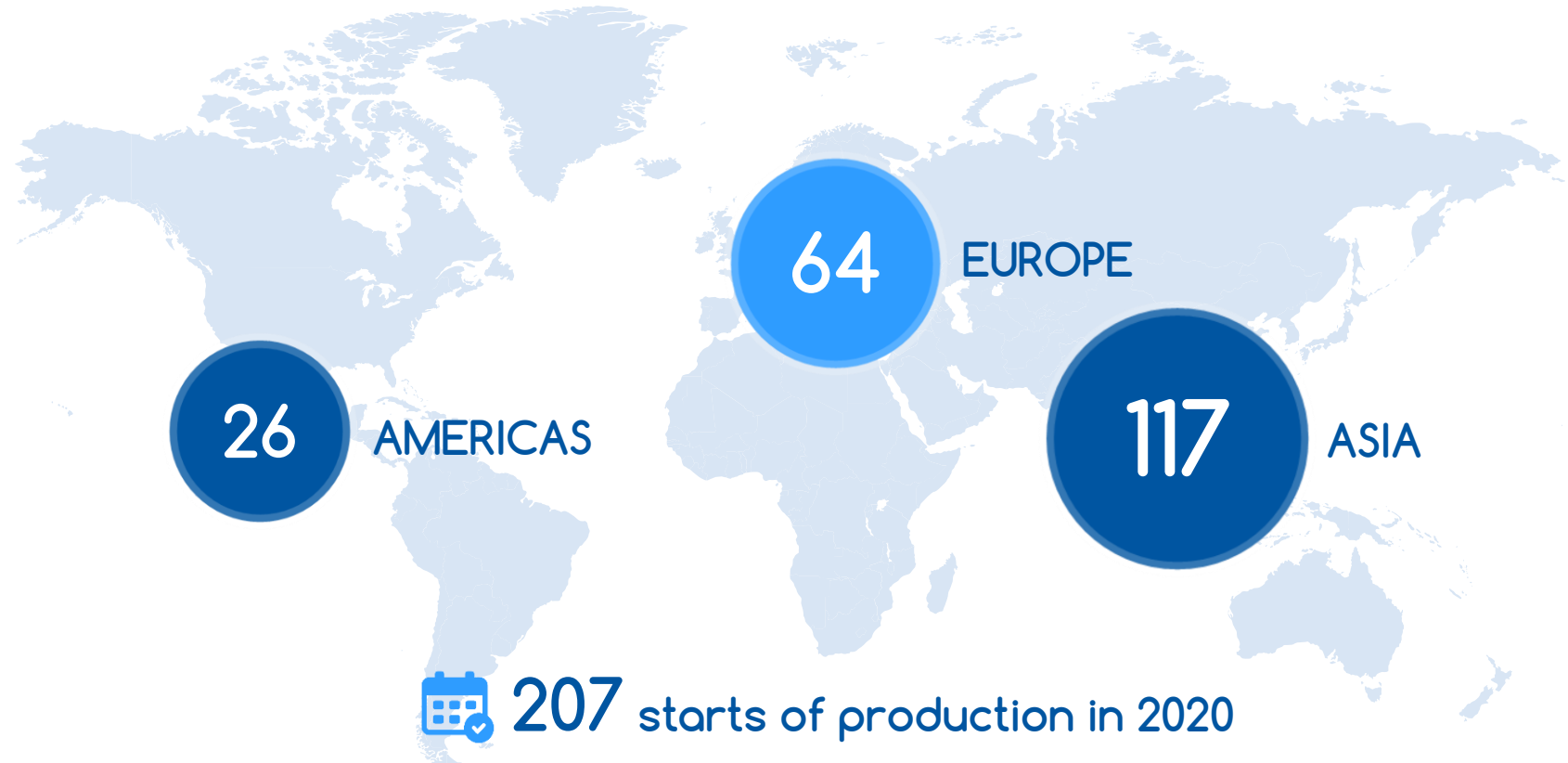


Performance
transformation programs
through digitalization



Inventory management :
reduction of number of days,
mutualisation of spare parts, ...

A strong activity with 207 starts of production in 2020



2020 Financial outlook

On the basis of current production hypothesis and excluding systemic Covid-19 impact



Outperformance
5 points



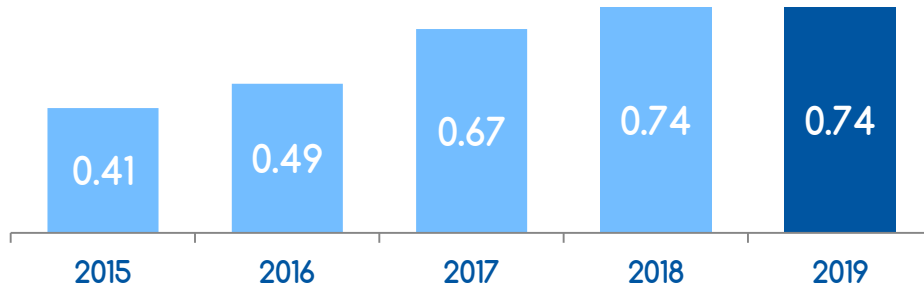
Growth in operating
result and EBITDA
(in value)



More than **€200m**
free cash flow
after investments
capped at 6%

Dividend: €0.74

Dividend evolution (In €)



→ Shareholders' meeting on April 23, 2020 at 5pm
(Pavillon Dauphine - Paris)

→ Payable on May 4th, 2020

Proposed dividend
of **€0.74** per share

42% payout



2019 RESULTS

LEVALLOIS, FEBRUARY 19TH, 2020